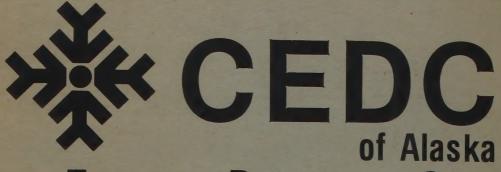
An Annual Report



COMMUNITY ENTERPRISE DEVELOPMENT CORPORATION



CEDC founding Board Member Joe Lomack (left) with Eddie Hoffman, Sr. (center) and Harry Johns, Sr., outside new building at dedication ceremonies.

Revitalizing the riverfront

Joe Lomack Building dedicated in Bethel

On September 19, 1986, the Board of Directors of CEDC gathered in Bethel to honor a distinguished elder and one of the members of the founding board of directors of CEDC. Joe Lomack, 62, was born in Akiachak and has spent his life in community

A handsome new building, still in the process of completion, was dedicated in his honor. The Joe Lomack Building is a signal that the Bethel waterfront is beginning to make a comeback.

Inspite of knowing little English in the 1940s Lomack was one of the first Alaskan Natives to work as a cannery foreman in the fish canneries in Dillingham. In addition to CEDC, he helped found tion to CEDC, he helped found the Yukon Kuskokwim Health Corporation and currently serves as its board chairman.

A quiet man, Joe Lomack's voice nonetheless carries on the river. And at the dedication, tradi-

tional chief Eddie Hoffman, Sr. spoke of Joe's role in the region and the contributions he

A standard for development

The new building is located on property long held by the Alaska Commercial Company and now by its parent company and now by its parent company, Alaska Rural Investments, a wholly-owned subsidiary of CEDC. The original AC store opened in Bethel in 1885, but it was located on the river bank, which

has since been claimed by the Kuskokwim.

The store was operated by a series of owners until it was purchased by the Northern Commercial Company in 1927. It became an entertainment center when the upstairs was converted into a theater and dance hall, and it was in that setting that Oliver Ander-

son perfected the locally famous "Kuskokwim Trot" in the 1930s.

"Kuskokwim trot" in the 1930s. In 1940, a new store, the traditional two-story, dark green structure with white trim and a galvanized roof, was built "further back on the tundra." But in 1950 a fire engulfed the new store. Business was conducted store. Business was conducted from a quonset hut. Two years

from a quonset hut. Two years later a second new store opened. When the new Bethel sea wall was built, ARI became interested in renovating the existing warehouses on the property which had become badly run down and helping to finance a new building on the site, A \$750,000 grant was obtained from the CSA, a division of the U.S. Department of Health and Human Services. This discretionary fund grant was designed tionary fund grant was designed to impact unemployment, bring private financing into the com-munity and create a standard for development along the sea wall. (Continued on page three)

CEDC — A blueprint for the years ahead

by Byron Mallott

Byron Mallot, at age 25, was elected first chairman of the Board of CEDC in 1968. Since then, he has served as Alaska Commissioner of Community and Regional Affairs, Chairman of the Board and CEO of Sealaska Corporation, President of the Alaska Federation of Natives, Trustee of the Alaska Permanent Fund, and a Director of the Federal Reserve Bank of San Francisco. Born in Yakutat, he was elected

Born in Yakutat, he was elected Mayor at age 22 and owns commercial fishing, charter boat and guide outfitting businesses in that community. He and his family live in Juneau where, as CEO of Sealaska Corporation, he manages one of the largest corporations in Alaska.

It seems like several lifetimes

The first board of directors of CEDC met in August, 1968. Over the past two decades, this unique community-based, non-profit community-based, non-profit company has built an impressive record of accomplishment. That record makes CEDC an important model for the changing Alaskan

ceconomy of today.

CEDC is owned by people in the villages themselves. More than 200 individual Alaskans have served on CEDC's board, and they have gained a wealth of experience of what works and doesn't work in helping Alaska meet the challenges then, and today

About a dozen of us gathered

from around the state for that first board meeting. At that time, we did not know how soon, if ever, the 60-year old struggle for the Alaska Native land claims would be resolved.

Regardless of the outcome of that struggle, we knew that we had to strengthen the economy in village Alaska. Our aim was to help rural Alaskans integrate the stability of traditional, largely subsistence lifestyles with the uncertain future of free enterprise and the cash economy.

It was a gamble. The chance of

failure was great.

The federal government extended a helping hand in the form of the War on Poverty. They found(Continued on page two)



Byron Mallott, first CEDC Board chairman.

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CEDC's first co-op store was founded in this building in Manokotak, a village in the Bristol Bay region.



In 1977, CEDC purchased the Alaska Commercial Company with 19 stores statewide.

A blueprint for the future

(Continued from page one)

ed 100 Community Development Corporations (CDCs) across America. Our assignment as the first board of directors of CEDC was to translate that federal man-date into Alaskan terms.

date into Alaskan terms.

We plunged into the task.
The board members, representing communities from all over
Alaska, spoke clearly and
deliberately:
"We need locally-owned stores
that sell decent goods at a fair
price."

price."
"We need our own fish processing plants."
"We need financing to build a

"We need financing to build a lodge."

"We need help with accounting, tax preparation, marketing."

"We need local jobs."

We financed the first co-op store in a small building in Manokotak. Since then, CEDC has financed nearly 100 community-owned businesses. Some succeeded. Some failed. Most are still in business today.

Taking pride in self-sufficiency

By the end of the 1970s, CEDC's leadership began to discuss how to continue its activities when and if federal programs were cut back. In 1980 the climate in Washington, D.C. changed and the federal government reduced programs. The transition was tough, but CEDC's foresight paid off.

Through consolidating assets, streamlining administration, and through the support of its over 100 dues-paying member organizations, CEDC emerged as one of only a dozen CDCs nationwide strong enough to survive. CEDC continues to create jobs in rural

continues to create jobs in rural continues to create jobs in rural communities, increase cash income, improve the availability of goods and services, and develop human services.

Today, CEDC's balance sheet demonstrates that CEDC has never been stronger.

Today, oil prices are half of what they were just a year ago, and state and federal governments are cutting back. As Alaskans look to the future, CEDC's record of accomplishments is a blueprint for the years ahead.

People more important than immediate profits

come to life and stand on their own, CEDC has shown state and federal governments how to get a greater return on their investment

in rural communities.

CEDC demonstrates that people are more important than immediate profits: if you take the time to track the people, they can run

time to train people, they can run profitable businesses and guide their own destinies.

We Alaskans take pride in our self-sufficiency. CEDC quietly and solidly has proven that Alaskan trait also works in the world of enterprise, balance sheets and healthy business

Lomack Building plans to feature arts and crafts center and market

(Continued from page one)

ARI added \$600,000 of its own money to the project. The ARI Board saw the building as an opportunity to provide a role model for revitalizing the riverfront, which has traditionally been the commercial and transportation center of the community.

The result is a large steel building set on refrigerated pilings and overlooking the river. Total square footage is 14,760 and 87 percent of the net rentable space has already been leased. The Yukon Kuskokwim Health Corporation, an essential provider of health services to the region, is the major tenant.

Local hire was a major goal

Local hire was a major goal of the project, and the contractor, Gittens Construction, utilized the "talent bank" at the Association of Village Council Presidents' job referral office to locate and hire local residents. The result was that 72 percent of the hours worked on construction were logged by Bethel region residents. Over 50 percent of those hours were worked by Alaskan Natives.

Benefits to the Bethel Community included \$225,720 of local payroll, purchases and subcontractors. Ongoing contracts for maintenance, janitorial and utilities will generate an additional spin-off to the community of \$63,597 a year.

ARI is currently negotiating with the Bethel Council on the Arts and Nunam Kitlutsisti to provide 1,650 square feet of space for an arts and crafts center and market.

"This is our contribution to the community," says Paul Chavez, ARI's property manager. "We are hoping that these local groups will accept our space at no charge in exchange for running the center, providing some completion work and paying their share of the utilities."

The idea is to provide a location where artists and craftsmen from the region can gather to sell their works and receive advice as to marketing and displaying their handicrafts. In addition, workshops are envisioned which will feature local artists.

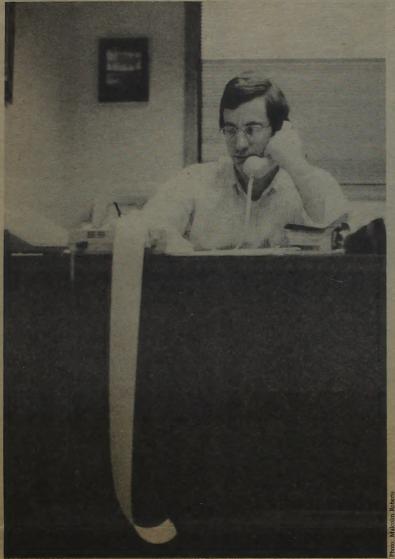
The new building and its purposes are a fitting tribute to elder Joe Lomack.



CEDC Chairman Richard Romer presents a framed drawing of the architect's rendering of the building to elder Joe Lomack.



The CEDC Board inspects the interior of the main floor of the Lomack Building during construction. This floor is where the planned Arts and Crafts center and market will be located.



Gene Gorham takes an order by phone from Wassillie Tugatuk, manager of the Manokotak Co-op Store, CEDC's first co-op.

Frontier Expeditors a CEDC success Story

Established with government funds to help rural businesses survive, Frontier **Expeditors was forced to go on its own** and is making it. The result is better service for village stores and better, lower cost products for village consumers.

"Find a need and fill it."

This simple maxim has been the key to the success of Frontier Expeditors, one of the wholly-owned subsidiaries of Alaska Rural Investments, Inc., CEDC's holding company.

The need is for quality wholesale goods, shipped to village stores, at a fair price, as fast as possible.

It's no easy task, but Frontier Expeditors has proven it can be done, and proven it well enough to command a loyal clientele all over the state, from Bristol Bay to the North Slope

The company began in the early 1970's as CEDC Expediting, a department within CEDC. The concept was to provide groceries and general merchandise to CEDC-financed enterprises, which consisted primarily of co-op stores, lodges, and fish processing plants. The customer base was relatively small and at its peak, sales were less than a million dollars a year.

In 1980, CEDC underwent substantial budget cuts and the Board of Directors was forced to make the decision of whether to liquidate the expediting department or create a wholly-owned

The CEDC Board was determined to make an attempt at keep-ing this service in place in spite of arguments that such a subsidiary's chances for survival were minimal. Unless this pur-chasing assistance and the inherent logistical problems of supply were handled skillfully, they knew that many of these relatively young businesses would go under. A management team was organized including their Manager of Field Accounting, Gene Gorham.

Subsequently, Gorham took over the presidency of the company. He knew the territory. For four years, he and a staff of six accountants had been travelling to the bush communities, providing the newly-founded co-op stores and other CEDC enterprises with quarterly financial statements and preparing year-end tax forms. In the process, they had been train-ing the store managers in bookkeeping, accounting, and general business practices

No additional investment

Often sleeping in a health clinic, a school, or even on the floor of the store, Gorham had come to know the people and the problems they faced with getting quality goods at reasonable prices. Spending several weeks each month flying with local bush airlines, he also knew the challenges involved in moving large shipments efficiently and cost-effectively while minimizing damage due to excessive handling

When approached to reorganize CEDC Expediting as a for-profit subsidiary, Gorham was attracted by the challenge. It was a chance to tackle an important link, without which many of the bush community stores would be hardpressed to survive. He knew he would have to cut overhead costs and generate a much larger volume, if the new subsidiary was

to become a profitable enterprise. Frontier Expeditors, Inc. was incorporated in December, 1980. During its first two years of existence, its operations were streamlined, and the market niche for Frontier as a wholesale supplier to village stores was betyears of operations from 1982 to 1986, the company sustained an average growth rate in excess of 40% per year in total sales. Since Frontier's incorporation, CEDC has had to make no additional investment in the company as its growth has been financed by its own profits.

Frontier now offers to the village stores such services as equipment and store fixture acquisition, store lay-out and resets, and "Telxon" electronic ordering. In addition, through Frontier's bundling and metering process, postage charges are minimized and Frontier is able to offer landed prices so that store managers know exactly what each case of merchandise costs them landed at their location.

Making bush retailers more viable

"The village stores are our sole priority," says Gorham. "We give them quality attention and com-petitive prices. If we didn't, they'd go elsewhere."

It's the special attention that Frontier provides its customers that keeps store managers and merchandise buyers coming back.

We give them extra service that larger companies can't afford to provide," says Gorham. "If we get a grocery order on Monday, it's shipped out of our warehouse and delivered to the air carrier and on its way to the bush by Wednesday. We take an interest in anything we can do to make bush retailers more viable businesses. As village store owners become better retailers and their businesses grow, Frontier will grow accordingly."

Reflecting community values

One of the unique problems of serving remote outlets is the many times freight is handled before it reaches its destination. Pallet loads of merchandise leave Anchorage on large aircraft, but once the shipment reaches the "A" destinations such as Bethel, Dilliingham, Nome, and Kotzebue, it must be broken down to smaller shipments in order to fit on Cessna 207s and other small planes that fly to the "B" points,

the villages themselves.

Once delivered to a village airstrip, it is transported to the store by vehicles ranging from pickup trucks to sleds pulled by snow machines or ATV's. Therefore, before it arrives at its final destination, it has often been "broken down" and shuffled several times

Frontier addresses this problem by utilizing the "bypass mail" system to the fullest extent possisystem to the fullest extent possible in order to minimize the amount of handling which results in damaged merchandise. With orders shipped via bypass mail, handling by the Anchorage post office and both the "A" and "B" point post offices is eliminated. This innovative bypass mail. This innovative bypass mail system plays a vital role in providing a rational pricing environment in rural Alaska.

The company believes its best while solutions is the company believes its best public solutions in the company believes its best public solutions.

public relations is through qualinot through service, self-promotion.

'Our best advertising is from "Our best advertising is from word of mouth from one village store manager to another," states Gorham. "If we keep doing our job well, the business will remain healthy. And we do our best to reflect the values of the communities we serve."

This means that Frontier keeps

This means that Frontier keeps its costs to a minimum, it handles no liquor, and it sells its merchan-dise strictly on a wholesale basis so as not to undermine the sales of the stores it serves



In Frontier's Anchorage warehouse, Stan Galley, (right) originally from Nome, works with Gilbert Wilson banding and shrink-wrapping goods for Upper Kalskag.



Galley moves a pallet load for Tuntituliak toward a truck for transfer to the Anchorage airport. Prompt response is one of the keys to Frontier's success



Darrel Hobson at the Nondalton Knechek Co-op Store uses a "Telxon" device for electronic ordering. Each item ordered feeds into a computer in the Frontier office.



A shipment of goods from Frontier is unloaded from a Twin Otter in Russian Mission while a snow machine stands ready for the final leg of the journey.



Seamstress Laura Wright (left) stands in front of her famous store with its new owner, her granddaughter Sheila Ezelle who is holding two-year old Marshall.

Laura Wright Parkys a family tradition continues

In 1984, Laura Wright, interna tionally known seamstress, made a telephone call to CEDC.

"It's time for me to sell my business," she said. "Can you

'We'll sure try,' was the response. "Do you have any potential buyers?"

For nearly forty years, Laura Wright, 78, one of the most wellknown and beloved Alaskans, had designed, sewn and sold parkas to customers both in Alaska and worldwide.

In 1947, she began by working out of her home. Her husband had died leaving her with six children, ages 6 to 16; so she taught herself how to make commercial quality parkas out of the designs she had always sewn for her family.

Since then she has marketed her coats to customers around the world, including notables such as singer Willie Nelson, actress Shirley Jones and the son of the Emperor of Japan. The late Elvis Presley bought three. Laura was born in the mining

town of Candle, not far from Nome. One of her brothers, William Beltz, was the first Presi-dent of the Alaska State Senate after statehood.

For her own accomplishments in business, for her leadership in continuing the traditions of Native dances and her charity work, she was named by the National Con-gress of American Indians (NCAI) as "The Outstanding Living Eskimo" in 1971. That year she also served as the also served as the NCAI's queen regent, sharing honors with Bennie Benson, designer of the

Alaska state flag.

When she decided it was time to retire, prompting her call to CEDC, Laura first sought a buyer for her business who would pay some "big money." But on second thought, she decided to keep "Laura Wright's Alaskan Parkys"

Granddaughter Sheila Ezelle had worked in the shop since early childhood

"I began helping in the store when I was old enough to wind trim," says Ezelle. "I was so small I used to hit my head on the corner of the sewing table."

For fifteen years, she worked alongside her grandmother and learned the craft.

"I believe that tradition should passed from mothers to be passed from mothers to daughters to granddaughters," says Ezelle. "Although I worked for Wien Airlines for many years, I always planned on doing this." When Ezelle followed up her grandmother's call, CEDC's Minority Business Development Center (MBDC) personnel went

Center (MBDC) personnel went into action. A prospectus was developed, a loan package prepared and assistance was given to fill out the paperwork required by the Small Business by the Small Business Administration. "The MBDC people were great," she recalls. Business con-

sultants helped determine a fair purchase price, based on the inventory and the intangibles Laura had built into her thriving business over so many years.

MBDC staff then accompanied

Sheila and her husband, Eddie, to four Anchorage banks.

"All of them were willing to lend the money," Sheila recalls. "It came down to who we felt most comfortable with."

Now, over two years later, the business is still doing well.

Last summer, Sheila received

the largest order in the history of the business. The Anchorage Organizing Committee, the group heading up Anchorage's bid to host the Winter Olympic Games, host the Winter Olympic Games, asked if she could make 150 parkas. The idea was to use them as the official apparel for the entire delegation of the AOC leaders and Olympic Ambassadors who were heading for Lausanne, Switzerland to make their case to the International Olympic Committee (IOC).

(Continued on page eleven)

(Continued on page eleven)



Sheila tries an "Olympic Parka" on Rich Nerland, Executive Vice President of the Anchorage Organiza-ing Committee, the group leading the bid for Anchorage to host the 1994 Olympic winter games.

First recipients announced

CEDC launches **Bush Development Grant Program**

At the CEDC annual meeting on February 19, 1987, the trustees of the new CEDC Bush Development Grant Program announced the first six grant recipients.

The grantees, all non-profit organizations that are members of CEDC, were chosen from a field of 19 applicants. In each case, an innovative development project will be begun or expanded.

The grant program is innovative in itself. The money does not come from state or federal agencies but from CEDC's association with the National Cooperative Bank. Since 1984, all of the Co-op bank's lending activity in Alaska has been handled by CEDC as its agent. Part of each loan package includes the assignment of stock and cash dividends from the borrower's co-op relationship to CEDC for its assistance in helping obtain the loan. It is from these dividends that the CEDC Board has established the Bush Development Grant Program.

"This year we are distributing \$100,000 in grants, and we hope to increase that level next year," said Perry Eaton, CEDC president and CEO. "This program is an excellent example of what CEDC is all about. When it comes right down to it, we are in the people business.

The grant winners represent an entrepreneurial spirit awakening throughout Alaska. The following is a listing of the non-profit grant recipients and the projects for which they will use the funding.

• Kewarak Incorporated,

Nome - To organize and assist area residents to participate in Bering Straits winter commercial crabbing activities; to identify, expand and access the market for Bering Straits King and Blue crabs

• Tlingit and Haida Com-munity Council of Angoon — To help with the costs of establishing a Native theater on Saxman Island (the Naa Kahidi Theater) which will inform, educate and entertain summer visitors (including cruise ship tourists) on the cultural heritage of the Tlingit, Haida and

Tsimshian people.

• Association of Village Council Presidents, Bethel prepare an Over-all Economic Development Plan for the AVCP region, which includes 56 villages.

The plan will assess the potential of renewable resources, non-renewable resources, the transportation industry, construction, recreational and other opportunities in the region.

• The Tanana Chiefs Con-

ference, Fairbanks — To develop berry harvesting and ranching as a major agricultural enterprise in rural Interior Alaska; to test market lingonberry cloudberry liqueurs for sale in Europe where they are highly valued, and where the Chernobyl disaster has dramatically impacted berry usage.

• The Kodiak Area Native

Association — To enable residents of five villages to become trained in a mariculture program, specifically the growing of scallops in net systems; to finance the transportation of Dr. Ito, a Japanese mariculture expert whose fees will be paid by the Japanese government, to come to Kodiak to run the training program.

North Pacific Chugach Region - To help employment opportunities by developing marketable skills in region members, especially through the training of health aides; to work with the Alaska

Vocational Technical Center on curriculum for substance abuse counsellors

In picking the grant recipients, CEDC staff and the Trustees of the program were careful to insure objectivity and to remove regional or political influences in the selec-tion process. Nineteen readers were chosen. Each proposal was read at least five times. Ranking was standardized and high and low scores were eliminated.

"The credibility of this process is very important to us," said Trustee chairman, Richard Romer. "Each proposal was judged on its own merits."



The Trustees of the CEDC Bush Development Fund meet to make final decisions on grant awards. (I to r) Richard Romer, Frank Stein and James Segura. At right is Claude Demientieff, Jr., Special Assistant to CEDC's president, Perry Eaton.

A new generation carries on

(Continued from page six)

Sheila said she could handle the order and immediately designed a sample which was en-thusiastically approved. But before she was through, she and an expanded staff not only pro-duced the original order of 150, they made a total of 350 Olympic parkas, including 90 which were given by the AOC as gifts to the world leaders who make up the

The project meant 12 hours a day, six days a week and eight hours on Sundays for Sheila through late summer and early

"It was worth it," Sheila says with a sigh of exhaustion. only was it good business; it was an honor to be involved."

Laura Wright often visits the

store at 223 East 5th Avenue in Anchorage, lending her support and advice. When asked about the fact that her business is still going strong, she smiles and a deep sense of satisfaction sparkles from

her eyes. Her life's work is being carried on by a new generation.

Sheila Ezelle's story is one example of over 50 minority-owned businesses which are assisted by the Minority Business Devlopment Center (MBDC) each year.
Established by CEDC in 1983,

the Center is available to help when an entrepreneur or group of them decides to start a new business, expand an old one or stabilize an enterprise when it stumbles.

Reduced fees are charged for the services, thanks to funding from the U.S. Department of Commerce, Minority Business Development Administration and support from CEDC. Examples of 1986 projects

• The Tatitlek Native Corporation was assisted with the development of a bid package which resulted in a \$3.5 million timber company.

· MBDC helped arrange financing for the construction of a sport fishing lodge in White Mountain, one hour flying time east of Nome. This project, created by the Board of Directors of the Village Corporation, is the only commercial venture in White Mountain. The MBDC is also working to obtain long-term financing and is helping with management and marketing aspects of the lodge operation.

• A loan package and a business plan were developed for an Emmonak firm which will prepare and maintain an ice road on the Yukon River so their freight can be hauled by truck to several villages in the wintertime.

• Business plans and loan packages were prepared for the establishment of several retail stores and groceries in Alaskan

villages.
• MBDC specialists helped analyze how to reorganize, stop cash drains and make more effective several companies facing financial difficulties. Results have included the saving of an air taxi

A feasibility study was written for a seafood processing plant in Seldovia.

Francis Gallela, MBDC's Project Director, looks forward to an active year ahead.

With government funding less

and less available in the bush," he says, "it is essential that private sector enterprises take up the slack, both in terms of jobs and providing services. The talent is out there. Our job is to provide the support and business expertise they ask for."



Marshall, 2, tries his hand at learning the skills which have bego a family tradition.

CEDC board of directors

Richard Romer, Calista Corporation, Chairman
Orie Williams, Nenana Native Council, Vice Chairman
Lydia Robart, Port Graham Village Corporation, Secretary
Myrna Torgramsen, Southeastern Alaska Community Action Program, Treasurer
Bobby Andrew, Aleknagik Natives, Ltd., Member
Ken Johns, Copper Center Village Council, Member
Henary Ivanoff, Bering Straits Native Corporation, Member
Weaver Ivanoff, Kawerak, Inc., Member
Jerry Liboff, Koliganek Natives, Ltd., Member

Gene Peltola, Association of Village Council Presidents, Member
Fred Elvsass, Seldovia Native Association, Inc, Member
James Segura, Salamatof Native Association, Inc, Member
Alfred Ketzler, Sr., Tanana Chiefs Conference, Member
Kathy Anderson, Chugach Alaska Corporation, Member
Frank Stein, Kikiktagruk Inupiat Corporation, Member
Charlie Curtis, Kiana Traditional Council, Member
Jack Wick, Koniag, Inc., Member
Harry Johns, Sr., Lifetime Honorary Board Member and Traditional Elder Ahtna, Inc.

CEDC business representatives

Robert Martin, Jr. and Tom Humphrey, Tom Humphrey and Associates
Robert Goldberg, Attorney at Law, Robert M. Goldberg & Associates
Douglas MacArthur, Rural Projects Coordinator, Alaska Power Authority
Bertram Beneville, Resident Vice President, Merrill, Lynch, Pierce, Fenner & Smith
Robert Eric Bulmer, President/Owner, Alaska Executive Search, Inc. and AES Employment Services

CEDC's 124 member organizations

Copper Center, Alaska Akiachak Limited Alakanuk Native Corporation
Alakanuk, Alaska
Alakanuk Traditional Council
Alakanuk, Alaska
Alaska Native Foundation
Anchorage, Alaska
Aleknagik Natives, Limited
Dillingham, Alaska
Aleutian/Pribilof Island Association, Inc. Anchorage, Alaska Ambler Traditional Council Ambler, Alaska
Arctic Village Council

Arctic Village Council
Arctic Village, Alaska
Askinuk Corporation
Scammon Bay, Alaska
Association of Village Council Presidents
Bethel, Alaska
Baan o yeel kon Corporation
Fairbanks, Alaska
Beaver Kwit'chin Corporation
Fairbanks, Alaska
Beaver Village Council
Beaver, Alaska
Bering Straits Federal Credit Union
Nome, Alaska

Nome, Alaska
Bering Straits Native Corporation
Nome Alaska Bethel Native Corporation

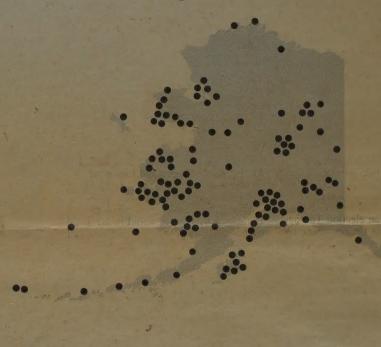
Bering Straits Native Corporation
Nome, Alaska
Bethel Native Corporation
Bethel, Alaska
Birch Creek Village Council
Fairbanks, Alaska
Bristol Bay Native Association
Dillingham, Alaska
Bristol Bay Native Corporation
Anchorage, Alaska
Calista Corporation
Anchorage, Alaska
Caswell Natives
Anchorage, Alaska
Central Council-Tlingit & Haida Tribes
Juneau, Alaska
Chaninik Cooperative, Inc.
Kwigillingok, Alaska
Chenega Bay IRA Village Council
Chenega Bay, IRA Village Council
Chevak, Alaska
Chignik River Ltd
Chignik Lake, Alaska
Chignik River Ltd
Chignik Lake, Alaska
Chignik Lake, Alaska
Chignik Alaska
Chignik Lake, Alaska
Chignik Lake, Alaska
Chignik Lake, Alaska
Chigner Center, Alaska
Chugach Heritage Foundation
Anchorage, Alaska
Cook Inlet Region, Inc.
Anchorage, Alaska
Copper Center, Alaska
Copper Center, Alaska
Copper Center, Alaska
Copper Center, Alaska
Dot Lake Village Council
Dot Lake, Alaska
Dot Lake Village Council
Eim, Alaska
Eimmonak, Alaska
Eimmonak, Alaska

Elim IRA Council
Elim, Alaska
Emmonak Corporation
Emmonak, Alaska
Evansville, Incorporated
Fairbanks, Alaska
Evak Corporation
Cordova, Alaska

Farwest Corporation
Kodiak, Alaska
GANA-A' Yoo, Limited
Galena, Alaska
Golovin Native Corporation
Golovin, Alaska
Gulkana Village Council
Gakona, Alaska
Gwitchyaa Zhee Corporation
Fort Yukon, Alaska
Huna Totem Corporation
Juneau. Alaska Huna Totem Corporation
Juneau, Alaska
Hungwitchin Corporation
Eagle, Alaska
Iliamna Village Council
Iliamna, Alaska
Isanotski Corporation
False Pass, Alaska
Kake Tribal Corporation
Kake Alaska Kake, Alaska
Kawerak, Inc.
Nome, Alaska
Kenai Natives Association, Inc.

Kenai, Alaska
Kenai, Alaska
Kenai, Alaska
Kenai, Alaska
Kiana Traditional Council
Kiana, Alaska
King Cove Corporation
King Cove, Alaska
Kikiktagruk Inupiat Corporation
Kotzebue, Alaska
King Island Native Community
Nome, Alaska

Kikiktagruk Inupiat Corporation
Kotzebue, Alaska
King Island Native Community
Nome, Alaska
Klawock Heenya Corporation
Klawock, Alaska
Kodiak Area Native Association
Kodiak, Alaska
Kokarmuit Corporation
Akiak, Alaska
Koliganek Natives, Ltd.
Koliganek, Alaska
Koniag, Inc.
Anchorage, Alaska
Kootznoowoo, Inc.
Angoon, Alaska
Kotilik Traditional Council
Kotlik, Alaska
Kotlik Typik Corporation
Kotlik, Alaska
Kuskokwim Corporation
Anchorage, Alaska
Kuskokwim Fisherman's Co-operative, Inc.
Bethel, Alaska
Kuskokwim Native Association
Aniak, Alaska
Kwigillingok, Alaska
Kwigillingok, Alaska
Kwigillingok, Alaska
Larsen Bay Tribal Council
Larsen Bay, Alaska
Manakotak Co-op Store
Manakotak, Alaska
Manakotak Natives Ltd.
Manokotak, Alaska
Manakotak Village Council
Manokotak, Alaska
Manakotak Village Council
Manokotak, Alaska
Manakotak Village Council
Manokotak, Alaska
Mary's Igloo Native Corporation
Teller, Alaska
Mekoryuk, Alaska
Mekoryuk IRA Council
Mekoryuk, Alaska
Mentasta Village Council
Tok, Alaska
Nan's Alaska



Nome Eskimo Community, Inc. Nome, Alaska Noorvik Native Community Noorvik, Alaska North Pacific Rim Noorvik Native Community
Noorvik Alaska
North Pacific Rim
Anchorage, Alaska
Nanapitchuk IRA Council
Nunapitchuk, Alaska
Nunapitchuk, Alaska
Nunapitchuk, Alaska
Oceanside Corporation
Perryville, Alaska
Old Harbor Native Corporation
Old Harbor, Alaska
Pedro Bay Corporation
Pedro Bay, Alaska
Petersburg Indian Association
Petersburg, Alaska
Pilot Point Native Corporation
Pilot Point, Alaska
Piort Lions Tribal Council
Port Lions, Alaska
River Villages, Inc.
Fairbanks, Alaska
Rural Alaska Community Action Program, Inc.
Anchorage, Alaska
Salamatof Native Association, Inc.
Kenai, Alaska
Savoonga Native Corporation
Savoonga, Alaska
Sealaska Heritage Foundation
Juneau, Alaska
Sea Lion Corporation
Hooper Bay, Alaska
Sealaska Corporation
Juneau, Alaska
Sealaska Corporation
Juneau, Alaska
Sealaska Corporation
Juneau, Alaska
Sealaska Corporation
Juneau, Alaska
Sealawik IRA Council
Colonity Alaska
Selawik IRA Council

Sealaska Corporation
Juneau, Alaska
Selawik IRA Council
Selawik, Alaska
Seldovia Native Association, Inc.
Seldovia, Alaska
Seth-De-Ya-Ah Corporation, Inc.
Fairbanks, Alaska
Shaan-Seet, Incorporated
Craig, Alaska
Shishmaref IRA Council
Shishmaref, Alaska

Solomon Native Corporation Nome, Alaska Southeast Alaska Community Action Program Nome, Alaska
Southeast Alaska Community Action Pro
Juneau, Alaska
Southeast Alaska Regional Health Corp.
Juneau, Alaska
St. Mary's Native Corporation
St. Mary's, Alaska
Stuyahok Limited
New Stuyahok, Alaska
Tanana Chiefs Conference, Inc.
Fairbanks, Alaska
Tanana IRA Native Council
Tanana, Alaska
Tatitlek Corporation
Valdez, Alaska
Teller Native Corporation
Teller, Alaska
Togiak Village Cooperative
Togiak, Village Cooperative
Togiak, Alaska
Tuntutuliak Native Village
Tuntutuliak Native Village
Tuntutuliak, Alaska
Unalakleet, Alaska
Unalakleet Native Corporation
Unalakleet, Alaska
Wrien Mountain IRA Council
White Mountain IRA Council
White Mountain, Alaska
Yak-Tat-Kwaan, Inc.
Yakatat, Alaska

CEDC is a non-profit development corporation dedicated to improving the economic well-being of rural Alaskans.

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This annual report was written and produced by Malcolm B. Roberts with the assistance of Beatrice Halkett.